# ARMY RESERVE

ARMY RESERVE MAGAZINE

Fall-1984

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U.S. Army Reserve photo by Spec. 4 George White

**Members of the USAR's 100th Battalion/442nd Infantry, practice their bayonet technique.**

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**FRONT COVER: Members of the 323rd Medical Laboratory, Boston, Mass., go through the rigorous paces of a field training exercise at Fort Sam Houston, Texas.**
U.S. Army photo by Ted Dumont

**REAR COVER: An Air Guard F-4 fighter is fueled aloft by a Wisconsin Air National Guard KC-130 tanker.**
Photo courtesy National Guard Bureau


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# BRIEFS

■ **You can make money by reenlisting in the Individual Ready Reserve (IRR).** A bonus of $750 will be paid to IRR members who are completing or have already completed their military service obligations and who agree to serve at least three additional years in the IRR. Individuals must have less than 11 years total service and possess combat or combat support skills. Those who take advantage of the bonus can later sign on with Army Reserve units without forfeiting the money. You can find out more by calling your career advisor on the appropriate toll-free (800) number in St. Louis.

■ **Units can order a Personal Mobilization Checklist for their members.** It's the short DA Pam 360-531. As the Family Assistance Handbook for Mobilization (DA Pam 360-525), the Checklist can be obtained by sending a properly completed DA Form 456 to: U.S. Army AG Publications Center, 2800 Eastern Blvd., Baltimore, Md. 21220. The recommendation is to order a Checklist for every unit member and each Active and Reserve full-timer; 25 percent should be added to the total to take care of personnel turnover.

■ **There's a mistake in the article about the Family Mobilization Handbook published in the last issue.** At one point, the publication is called DA Pam 360-525. At another, it's called DA Pam 350-525. DA Pam 360-525 is correct.

■ **A whopping number of Army Reserve captains who should have been considered for promotion this year were not.** The big reason? Military education. They failed to complete an advanced course before consideration (promotion board) time. The rule is that a Reserve captain is ineligible for consideration—not promotion, but consideration for promotion—without an advanced course under his or her belt. This means that the course has to be completed before the board convenes.

■ **What medical and dental benefits do you get while you're on Annual Training?** Medical care is available in order to sustain your health during the training period; dental care shouldn't involve treatment that stretches beyond the end of that period. Of course, emergencies require emergency treatment. But, don't plan on getting your annual eye check-up, your routine dental care, your ears pierced or your face lifted. Don't *plan* on long term care. Use common sense.

■ **Female garrison caps are available at Army Military Clothing Sales Stores.** They're optional. Some commercial outfits produce this item and sell it on the outside. However, the Army believes that the cap can be had for the lowest price at military outlets. If you buy the cap commercially make sure that it meets military specs, or, look for the label that says the item was made under certification by the U.S. Army Uniform Quality Control Office.

■ **Did you know that there are two kinds of Battle Dress Uniform (BDU)?** Reservists will be expected to have a three-set mix of Temperate BDUs (TBDUs) and Hot Weather BDUs (HWBDUs). Just what the mix will be has yet to be decided.

**ROTC: a push to get engineers, scientists into government.**
U.S. Army photo by Debi Koenig

■ **Some college undergraduates who are enrolled in the Reserve Officer Training Corps (ROTC) program will work part-time as Department of the Army civilian employees.** The employment will be related to the cadets' college majors. The one-year test program, involving ROTC participants on the East Coast, is designed to boost the number of scientists and engineers in the Army's officer and civilian ranks—graduates will have opportunities for permanent Army civilian jobs after completing active duty obligations or upon entering the Army Reserve.

■ **Army Reserve second lieutenants have to attend a resident officer basic course—not a correspondence basic course—in order to be promoted to first lieutenant.** That's the policy as of April, 1984. Any Reserve lieutenant appointed *before* April 1984 and who is *not* qualified in a specialty *is* required to go to a resident course.

■ **Look for price breaks, family-oriented activities and some nice words about Army (including Army Reserve) families when you visit Army and Air Force Exchange Service (AAFES) facilities.** AAFES (the PX folks) is presenting a special salute to military families through December 1984.

■ **How do you change your address for the Army Reserve Magazine?** If you're a member of the Individual Ready Reserve (IRR) or you're an Individual Mobilization Augmentee (IMA), call your career advisor (enlisted) or personnel management officer. Use the appropriate toll-free line in St. Louis. If you're assigned to an Army Reserve unit make sure that it has your correct address and that it reports that address "up the chain" after drills. Please don't write or call the editorial office here in Washington. We can neither change your address nor acknowledge requests to do so.

■ **"Twice the Citizen, A History of the United States Army Reserve, 1908-1983," is for sale.** You can get it through the Government Printing Office (refer to stock number 008-029-00126-8) at $11.00 per copy. Checks should be made out to the Superintendent of Documents, and sent to 39TT, Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402. Credit card orders can be accepted at the GPO order desk at (202) 783-3238; the desk is staffed from 8 a.m. through 4 p.m. Eastern time, Monday-Friday except holidays.

■ **Some active duty Reservists with physical profiles could be reclassified—or separated—under a new reg, AR 600-60.** Under the regulation, titled *The Physical Performance Evaluation System*, boards will review all those who carry physical profiles with a "three" in one or more of the Army physical profile serial (PULHES) factors. Active Guard/Reserve (AGR) soldiers *are* affected; *neither* those Reservists serving full-time training duty under Title 32 U.S. Code nor those serving on inactive duty training or active duty training under 10 USC 270 (B) are affected. The regulation doesn't apply to Army Reservists ordered to duty for periods of 30 days or less.

■ **Did you know that your Servicemen's Group Life Insurance is cheaper?** The lower rates took effect July 1, 1984. You now pay $2.80 a month for $35,000 coverage—that charge used to be $4.06. There are lower rates for lower amounts of coverage.

# Are Health Clubs A Tax Break?

SIR: I wish to respond to the letter in the Spring 1984 issue. In his letter, the author states that "Although my club costs about $400 a year, I can deduct the costs from my income tax . . ."

The Army Reserve unit for which I am the civilian administrator has several members who might benefit from such a deduction. For this reason, the unit sent a letter to the Internal Revenue Service (IRS) regarding the legality of such a deduction. The unit's letter and the IRS' response are attached.

I would recommend that overweight or out-of-shape Army Reserve members approach such a deduction with caution.

Chester V. Swanson
Kenmore, Wash.
Unit Administrator, 6008th
U.S. Army
Civil Preparedness Support
Detachment

### THE 6008TH'S LETTER TO THE IRS

GENTLEMEN: In the past few years the U.S. Army Reserve has placed increasing emphasis on body weight and physical fitness standards. It has now reached the point where an Army Reserve member may be "fired" from his unit assignment, or otherwise disciplined, if that individual doesn't meet these standards. Complicating this problem is the fact that Army Reservists are not entitled to government-funded medical care for weight problems. Further, Army Reserve units have limited training time with which to assist soldiers to meet these standards. Two days a month is inadequate for a fitness training program.

Recently, several of our members who are most likely to be affected by this situation have asked if they could attend commercial weight loss and fitness programs and receive some sort of tax benefit. The unit cannot give a satisfactory answer.

Our questions on the subject are:

(1) May a member of the U.S. Army Reserve, who is facing separation due to a weight problem or failure to meet physical standards, attend a commercial weight loss or fitness program and deduct related expenses as either an employee expense or a standard deduction?

(2) May either type of program be deducted if the Reserve member faces disciplinary actions short of separation?

(3) May such programs be deducted if they are undertaken to *prevent* failure to meet fitness and weight standards?

### THE IRS' RESPONSE TO THE 6008TH

In general, medical expenses are defined as expenses incurred for the diagnosis, treatment or prevention of disease. Weight loss programs are generally not deductible even if your doctor advises the program for your general health. However, there was one IRS Letter Ruling (number 8004111, October 31, 1979) that allowed a weight loss program because two physicians had prescribed the program for treatment of specific diseases such as hypertension. The same rule would be true for fitness programs.

Business expenses deductible from gross income generally include expenses that are ordinary and necessary and directly connected to the taxpayer's trade or business. We could find no ruling that was similar to your situation that would indicate whether this deduction has been allowed as a business expense in the past.

* * *

We received several letters concerning the letter in the Spring 84 Army Reserve Magazine. Chester Swanson's correspondence covers things pretty well. A phone call to the IRS confirmed that things haven't changed since that agency answered the 6008th's inquiry on May 21, 1984.

### GETTING THE PAPERWORK OUT

SIR: When I was an Army Reserve commander, I helped develop an efficient micro-computer system for handling unit administration. Called RESPERS, this system can make tackling the "administrative mountain" much easier; clerks and adjutants without computer experience can use it with no "special training." I'd like to help others tackle the "mountain."

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### TRACKING YOUR RETIREMENT POINTS

SIR: In your retirment points article (page 11, Summer 1984 issue) you failed to mention two important facts. First, it's important for an Army Reservist to *know* his or her Retirement Year Ending (RYE) date (thanks for emphasizing the fact that points count toward a "good" year only if they're earned before the RYE date). Second, Reservists should keep track (month by month, if applicable) of what their pay vouchers or other documents "say" about points earned and compare the documents' information to that recorded on the year-end DARC-249 (sent from St. Louis).

Warrant Officer Jay Campbell
Mesa, Ariz.

*Your points are well taken.*

Photo by Lee Salsberg

**Three of four USAR medal winners, left to right: Fox, Etzel and Jewell**

# Reservists Win Big at '84 Olympics

Army Reservists won four medals at the 1984 Olympics in Los Angeles, bringing home one gold, two silver and one bronze medals.

The Reservists accounted for three of the medals won by American Marksmen, and one USAR soldier won a silver medal as a member of the second place Modern Pentathlon team.

The gold medalist is Capt. Edward Etzel, of Morgantown, W.Va., who took first place in the English Match competition. Spec.5 Ruby Fox, of Parker, Ariz., captured a silver medal in the Women's Sport Pistol event; and Capt. Wanda R. Jewell, of Redstone Arsenal, Ala., took the bronze medal in Women's Standard Rifle.

Spec.5 Dean Glenesk, of San Antonio, Texas, is the Army Reserve's silver medalist in the grueling Modern Pentathlon competition. There are five events in the contest—the 4,000 meter run, the 300-meter swim, touch fencing, the .22 caliber pistol competition and equestrian jumping.

There were nine Army Reservists on the 1984 U.S. Olympic team, six men and three women. In addition, the manager of the Olympic shooting team was Mr. Joe Berry, training program manager for the Office of the Chief, Army Reserve. Here's a run-down of the Army Reserve Olympians:

## SHOOTING

- **Capt William F. Beard.** Event—English Match. An Individual Ready Reservist, Beard works for the Department of Agriculture. He's been a member of several U.S. shooting teams in world championships and in the Pan American Games.
- **Staff Sgt. Kim S. Dyer.** Event—Ladies Pistol. A former Army medical technician, she now works for the Dallas Post Office. She's won the Gold Medal in the Pan American Games (Ladies Pistol), just a point shy of beating the world's record.
- **Capt. Edward F. Etzel.** Events—Small Bore Three Position Free Rifle and the English Match. A professor at West Virginia University, he is the top U.S. competitor for the Small Bore Three Position and the English Match Championships.
- **Spec.5 Ruby E. Fox.** Event—Ladies Pistol. An Individual Ready Reservist, Fox has won the U.S. Womens Pistol Championship several times in both International and Conventional Type Pistol.
- **Capt. Wanda R. Jewell.** Event—Standard Rifle Three Position (Ladies). She's won the World Championship in Womens Standard Rifle. Her husband is in the Active Army, stationed at Redstone Arsenal, Ala. Wanda is assigned to the Individual Ready Reserve.
- **Spec.4 Donald C. Nygord.** Event—Free Pistol. An Individual Ready Reservist, Nygord is a gunsmith in civilian life. He is a one-time World Champion Air Pistol shooter.
- **Staff. Sgt Walter W. Zobell.** Event—Clay Pigeon (Trap). He, too, is an Individual Ready Reservist and a former Air Force member. A former winner of the National Clay Pigeon Championship, Zobell is a rancher in southwest Montana.
- **Spec.5 Dean Glenesk.** Event—Modern Pentathlon. Dean is the only military member who competed as a Pentathlete. He's been competing since 1975. He holds the 1983 World Champion CISM (French Counsel of International Sports Militaire) title. He won the bronze medal in 1980 and the silver medal in 1982 as a member of the Junior World Pentathlon CISM Team.

## FENCING

- **1st Lt. John Moreau.** Event—Fencing. Lieutenant Moreau has been competing as a Pentathlete since 1973. He is a member of the 1981 bronze medal CISM team and teaches fencing at Southwestern Texas University.

# Vietnam Refugee Wins USAR Essay Award

An essay written by a 14-year old high school girl was picked from among 4,500 entries in the second annual Army Reserve National Essay Contest.

**Tien Dang**, a freshman at Owen J. Roberts High School in South Coventry Township, Pa., wins a $1,000 U.S. Savings Bond for her writing, as well as a trophy, curtesy of the Reserve Officers Association (ROA).

### BOAT REFUGEE

Dang and her three sisters escaped from Vietnam in 1980 by boat—after several unsuccessful attempts and, at one point, imprisonment. They sailed to Malasia where they spent 10 months in refugee camps.

Then, the Lutheran Children and Family Service placed the Dang sisters with an American couple. Eventually, the four girls settled in with Mr. and Mrs. Bradley Jones in East Coventry Township.

Tien Dang's parents only recently arrived in the United States following their escape from Vietnam.

Dang was honored by the Army Reserve and the ROA in Chicago in June.

### THE ESSAY

In her essay, Dang interpreted a quote from George Washington: "When we assumed the soldier, we did not lay aside the citizen."

"One duty of a good citizen," she wrote, "is to be prepared to defend the privileges, beliefs and tradition of the country.

### OTHERS

Judges selected two other national winners. Amy Erb, 18, of Phoenix, Ariz., and Yvonne Hinkle, 17, of Highland, Calif., placed second and third, respectively. Erb was graduated this year from Alhambra High School in Phoenix and will attend the University of Arizona. Hinkle was graduated from San Gorgonio High School in San Bernadino, Calif. Each receives a $500 Savings Bond and a trophy.

**Tien Dang, a Pennsylvania high school student, smiles for photographers while holding a Certificate of Achievement for her essay on a quote by George Washington. She also won a trophy and a $1,000 U.S. Savings Bond.**

# 77th's Goldman Starts 43rd Year

by 1st Lt. E. J. Gabrynowicz

In 42 years service, **Chief Warrant Officer Morris (Mickey) Goldman** amassed over 3,000 (civil service) hours of sick leave and "hundreds and hundreds" of hours of annual leave. In fact, he says he may well max any federal employee in the nation.

Yet, when Goldman retired—in a military status—from the Army Reserve program this spring, he said he had no intention of catching up on well-earned rest. As the 77th Army Reserve Command's supervisory staff administrative assistant (it's a civilian job at the ARCOM's headquarters at Fort Totten, N. Y.), he'll continue working. His long hours have earned him the nickname, "Mr. ARCOM."

Goldman began his military career at 18. He enlisted in the 100th Infantry Division and was assigned to the communications section. In 1944, he served with the 397th Infantry Regiment in France.

"During the Battle of Bitche—one of the most crucial periods of the war—we were surrounded by Germans in Alsace-Lorraine. Under the cover of darkness, Mickey would bring up supplies, food and mail, even under enemy shell fire," recalls Brig. Gen. William Esbitt, Goldman's commanding officer at the time. "He was always cheerful and served as a tremendous inspiration."

During another attack, in Rimling, Goldman had just brought some wounded soldiers to the aid station of the 3rd Battalion, 397th Infantry Regiment when the location was hit by artillery fire. He was wounded and received the Purple Heart.

## TO NEW YORK

By the war's end, Goldman advanced to sergeant major of the 3rd Battalion. After returning to the States he contacted Nesbitt about joining the Army Reserve, and, in 1947, became a member of the 77th Infantry Division (the ARCOM's ancestral organization). Goldman served under Esbitt as a master sergeant with the 306th Infantry Regiment and, in 1951, was appointed a warrant officer. He proved so valuable that, eventually, he was asked to work at civilian headquarters.

About the same time that he received his warrant officer appointment, Goldman became a civilian technician, responsible for the day-to-day operations of the headquarters. "Those of us who go back to the days of 42nd Street (New York City) with the old division recall vividly Micky Goldman surrounded by stacks of paper, answering two or three phones at the same time, and still managing to retain his cool and calm composure in getting the job done," remembers Francis T. Donahue. Donahue, a colonel, commands the 800th MP Group in Hempstead, Long Island.

**Chief Warrant Officer Mickey Goldman signs unit's attendance roster for the last time after 42 years of uniformed service.**

USAR photo by Spec. 5 John Piccione

## TOP CIVILIAN

By 1954 Goldman had established himself as the senior civilian technician and principal assistant to the commanding general.

But, he never neglected the concerns of enlisted people, according to Command Sergeant Major Adrian Serra. "The enlisted members know they have a trusted and valued ally in the ARCOM headquarters," he noted. "Mickey always worked for the benefit of the enlisted. Whenever he found a capable EM, he'd seek him out. He'd call unemployed Reservists at home to say, 'There's an opening—why don't you try for it?' A lot of Administrative Supply Technicians got their jobs with Mickey's help."

"Mickey is a sort of Jewish Father Flannagan with a little Will Rogers thrown in—he never really finds or looks for the bad in people," adds Serra.

## THE WORLD AS EQUALS

"I don't think I've ever seen him get mad," notes Maj. Gen. John W. Kaine, former ARCOM commander who served with Goldman for 26 years. "Mickey always had good rapport with higher and lower headquarters and a deep respect for every individual in the ARCOM."

Several years ago, former ARCOM commander Maj. Gen. Frederick J. Scheer dubbed Goldman "the heart and soul of the 77th."

"Regardless of rank, he treated everyone equally and, as a result, the people who benefited from his concern repaid him with their concern. The result was a better unit," Scheer said.

"Mickey knows more people—officers, enlisted, civilian—on a first name basis than any person I can think of," says Maj. Gen. George W. McGrath, another former commander.

"But, a wide familiarity doesn't necessarily bring joy in every case. One year at Fort Drum (New York) two young soldiers were killed in an armored personnel carrier. Because of Mickey's many acquaintances, he was called upon to identify the bodies," recalls McGrath.

Serra remembers a similar incident at Drum in the early 60s when an MP died of pneumonia. "Mickey worked closely with the state police to have the parents intercepted on the Thruway. It was like looking for a needle in a haystack, but he made sure the division's rabbi met the parents so that they wouldn't arrive at Drum without knowing exactly what happened. It was a tragedy, but it was handled extremely well. Mickey was the one who knew the right thing to do."

Whether it's been an extraordinary event or the "normal" day's routine, Goldman's given more than 100 percent.

Mickey's comment about his service is, "I'll still attend all drills and admin nights in support of the 77th ARCOM. But, I'll miss wearing my uniform."

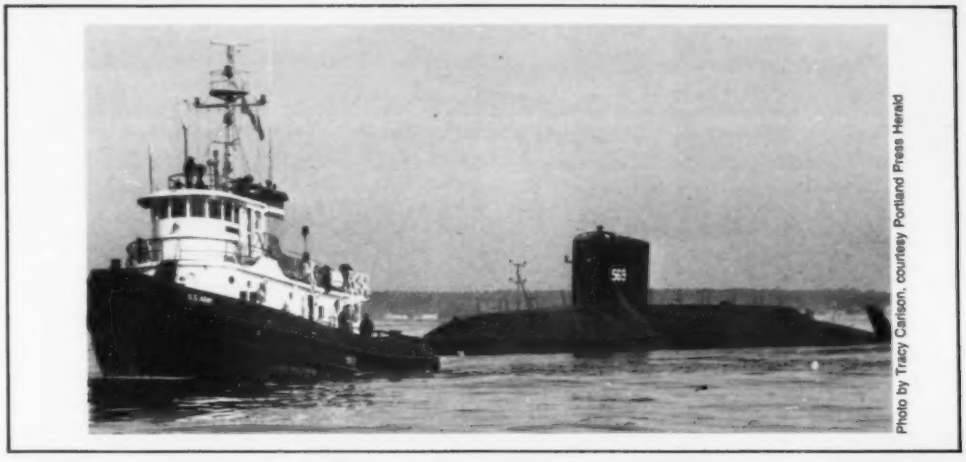


Photo by Tracy Carlson, courtesy Portland Press Herald

# Reserve Tugs Tow Navy Sub

Army Reserve tugboats recently towed a Navy submarine "home."

The sub, the *USS Albacore*, had to get from mothballs in Philadelphia to the place where it was "born"—the Kittery Naval Shipyards, Portsmouth, N.H.

Two crews obliged, sharing the tow (on Annual Training). Members of the 69th Transportation Platoon (Floating Craft), Pedricktown, N.J., manned the *Okinawa*; the *Salerno's* crew came from the 949th Transportation Company (Floating Craft), Curtis Bay, Md.

To everyone's delight, the five-day trip to Portsmouth was made on smooth seas. However, a careful eye was kept on the *Albacore*, as the sleek, teardrop-shaped vessel could slip through the water at speeds higher than the tugs could attain.

Now that the sub is returned to New England, it will become a memorial to local submarine and shipyard workers. The *Albacore* is an original prototype of the modern nuclear submarine.

# Mitchell Stops Gunfire, Saves Lives

What does it take to stand in front of tank at night . . . when the tank's machine gun is blasting away? Ask **1st Lt. Timothy A. Mitchell**, a member of the 80th Division Maneuver Training Command (Richmond, Va.).

Mitchell ran in front of one at Fort Irwin, Calif., to stop the crew from pumping ammunition into an armored personnel carrier full of soldiers; the tankers mistook the carrier for a silhouette target during a night exercise.

Fortunately, the crew spotted Mitchell's waving flashlight and ceased operations just before it planned to fire the tank's main 105mm gun.

Tragically, many machine gun rounds penetrated the carrier, killing one and wounding four. Mitchell directed first aid for the wounded and called in Medivac helicopters.

For his actions, he recently received the Soldier's Medal, the military's highest non-combat award for heroism.

**Mitchell at work at the 80th.**

Mitchell Hooks

# What's Happening with Officer Education?

**by Capt. Bob Pratt**

Significant changes have been made—some are being discussed—in Army Reserve officer education.

In the last few years, greater emphasis has been placed on giving officers "hands-on," practical, performance-oriented training. You can expect to see more.

## SOPHISTICATED EQUIPMENT

Why the changes? The 1973 Arab-Israeli War is a good starting place. The combatants in this lightning conflict used sophisticated, accurate weapons, making the fighting particularly brutal. And, military leaders around the globe were reminded of a disturbing development.

The technological gap among nations has largely evaporated. *Everybody's* latching on to stocks of high-tech weapons and support equipment. This means that armies' leaders have to know how to use this stuff if their forces are to be lethal and successful on the battlefield.

For the U.S. Army, including its Reserve Components, the requirement for technical know-how is coupled with sobering truth: in future conflicts U.S. conventional forces should expect to be outnumbered in modern weapons and soldiers. The difference between victory and defeat may well depend on the quality of our leaders and their leaders.

After lengthy study on how to increase the technical competence of its officer corps, the Army's altered the way in which Army Reserve officers are schooled.

## OBC

No longer can Army Reserve second lieutenants complete an officer basic course purely by correspondence. They have to attend the full-length Active Component (AC) course; the Active Officer Basic Courses (OBCs) are topping out at 19 weeks, almost twice the length they were a decade ago. In fact, effective January 1, 1987, all Army Reserve officers, include "early commissionees," will attend the full-length Active course.

Between now and December 31, 1986, only those officers who are assigned to the USAR—but, who are considered part of the untrained USAR strength—will be permitted to attend the Reserve Component (RC) course. The RC version will be eight weeks long, and student must complete correspondence work before *and* after attending school.

It's planned that, by 1987, those ROTC cadets who are commissioned before their college graduations—the early commissionees—will attend a resident officer basic course upon appointment *if* they've more than one year remaining until graduation.

## OFFICER ADVANCED COURSE

"Common core," or branch immaterial phases completed by correspondence and taught at USAR schools are being made identical. The work is expected to be completed by October 1985, making it convenient for Officer Advanced Course (OAC) students to switch from one form of participation to another. Five branch schools have RC "short" (12-week) advanced courses—infantry, field artillery, armor, engineer and signal (thought has been given to boosting the engineer course to 14 weeks). Of course, every branch has an Active resident advanced course. Taking a resident course is perferrable—but subject to how many training dollars the Army Reserve has and the amount of time an officer can spend at school. You can still complete an advanced course through a USAR school . . . or combine correspondence and USAR school studies.

## BEYOND THE ADVANCED COURSE

You may have heard of CAS', or "CAS Cubed," abbreviations for the Combined Arms and Services Staff School

Course. Designed to teach officers how to apply staff procedures and skills, CAS[1] requires students to respond to simulated garrison and tactical situations. Right now, CAS[1] is offered as a resident 9-week course (preceded by correspondence work). How and when Army Reservists will take the course are being debated; however, the preferred course continues to be the Command and General Staff Officer Course.

* * *

Do you know what military education you must complete to qualify for consideration for promotion? If you don't, here's a brief run-down:

- Army Reserve second lieutenants have to complete an officer basic course within three years after being commissioned. The course is required for the jump from first lieutenant to captain.
- A captain must complete an OAC in order to be considered for major.
- An individual who wants to be a lieutenant colonel has to finish 50 percent of the Command and General Staff Officer Course (CGSOC); or he or she can substitute the Logistics Executive Development Course or the Associated Logistics Executive Development Course. And, according to regulation, you're qualified for consideration for promotion to lieutenant colonel if you've completed CAS[3].
- Lieutenant colonels must complete the CGSOC within three years of being promoted. If they don't, they're removed from active Reserve service. The course is required for consideration for promotion to colonel. Officers assigned to Selective Service System positions may substitute the National Security Management course for CGSOC in order to satisfy the requirement for promotion consideration to colonel.

# Enlisted Education: *Primary Leadership Course Begins*

Army Reserve NCOs can look forward to a major change in the Non Commissioned Officer Education System. It's called the Primary Leadership Development Course, Reserve Components (PLDC-RC). Based on the Active Army's PLDC, this course will replace the Primary and Basic Non-Commissioned Officer Courses (PNCOC-RC and BNCOC-RC). The PLDC is designed to give training to newly-appointed or prospective E-5s.

### RESIDENT COURSE

This two-week resident course will include instruction in "common core" subjects and will be taught by Army National Guard Academies and USAR schools.

Training will be conducted in an 8-hour day, six and half days each week; the field exercise is the only exception to the 8-hour schedule.

The course will be fast-paced and challenging, preparing junior NCOs in "survival" skills; the emphasis will be on "train the trainer to train" and "duties, responsibilites and authority" of NCOs.

During the stress-oriented tactical training exercise, students will be required to react to situations under conditions similar to those which would be encountered in battle. Students will be given the opportunity throughout the course to demonstrate what they learn.

PLDC-RC will be hard work, make no mistake.

### OBJECTIVES

Just what is the PLDC-RC supposed to achieve? Here's a short list of goals, or, to use the military word, objectives:

- to give students an understanding of an NCO's responsibilities
- to train students in leadership fundamentals, techniques and duties . . . for use in any environment, including combat
- to give students an understanding of an NCO's role in training subordinates *and* training subordinates to train *their* subordinates
- to provide students with an understanding of the high personal and professional standards expected of an NCO
- to prepare students to build and keep discipline in their squads or sections
- to give students the ability to make and keep their subordinates physically fit

### HOW IT'S ORGANIZED

The PLDC-RC is divided into six blocks:

- **Leadership.** The focus here is on what an NCO must be, know and do to be an effective leader. (The doctrine and philosophy for this block can be found, respectively, in FM 22-100 and FM 100-1.)
- **Communications.** The purpose is to teach the communications skills necessary to increase students' effectiveness as small unit leaders.
- **Resource Management.** This block is designed to give students an understanding of how to handle resources and supervise the maintenance of any piece of equipment. The lessons support the Soldier's Manual of Common Tasks, skill levels 2 through 4.
- **Training Management.** This is the "train the trainer to train" part of the course. An overview of the Battalion Training Management System (BTMS) will be presented: in fact, completion of BTMS will be a requirement for attending the PLDC-RC.
- **Military Studies.** The idea here is to prepare students to train their subordinates to function during combat and to lead *their* subordinates during war or peace so that the job gets done. The emphasis is on building self-confidence. This block is divided into three parts: Map reading/land navigation, preparation for combat operations and the conduct of offensive/defensive operations. Students will be placed in various leadership positions during the course and will be required to present training sessions in the field.
- **Professional Skills.** This is the instruction involving the personal and professional standards mentioned above.

Earlier this year the PLDC-RC was evaluated at selected sites across the country. The program of instruction is being made final by the U.S. Army Sergeants Major Academy at Fort Bliss, Texas; the Academy is now the proponent for the development of all NCOES leadership courses (an Army Reservist and an Army National Guardsman are assigned as training developers).

### FIRST SERGEANT COURSE

The First Sergeant Course -RC (FSC-RC) should be implemented in school year 1985. The instruction will concern topics thought to be most critical to the duties of a First Sergeant: leadership, human relations, enlisted personnel management systems, unit administration, physical readiness and appearance. The training should enable students to assist their commanders in planning, coordinating and supervising unit activities.

# AGR: Turning Part-Time Duty Into a Full-Time Affair

by Capt. Chris Morgan

Interested in turning those weekend drills into a full-time job? Then the Active Guard and Reserve (AGR) program could be right up your alley.

The program, which currently includes more than 8,000 full-time Army Reservists, is a personnel management structure created in 1979 to improve Reserve readiness by providing more full-time help to USAR units and commands. Reserve units and headquarters have a certain number of full-timers serving on active duty as trainers, supply specialists and administrative personnel; they provide additional day-to-day support so that unit members are free to devote more inactive duty time to training.

AGR program participants are also assigned to the staffs of major Army headquarters commanding—or involved in the management, training or support of—Reserve units.

## RESPONSIBILITIES

In recent years, Congress and the Army have shifted major responsibilities to the Guard and Reserve. Pentagon staffers estimate that this trend—of increasing reliance on the Guard and Reserve in national defense—will continue. Because of increasingly quick response times required in mobilization plans, Reserve units will be expected to "hit the ground running" when called to active duty. As a result, full-time support is essential to enhance readiness

You can find full-timers throughout the defense establishment. The Air Force Reserve and Air National Guard—which have traditionally enjoyed the highest percentage of full-time personnel—are rated among the most ready of the nation's Reserve forces. The Army Reserve has had traditionally the lowest percentage of its members serving in a full-time capacity.

## GROWTH

But, Army Reserve officials expect the AGR program to grow: 9,000 active duty Reservists are expected to be on board by the end of September 1984, and year 1985 budget asks for 3,000 additional members. Under current plans, some 28,000 full-time Reservists are looked for by fiscal year 1990, a figure which would equal about 10 percent of the Army Reserve drill strength.

AGR officer slots are mostly for captains and majors; enlisted positions are mostly in the grades of E-5 through E-7.

The AGR program includes a planned process of career development. It offers Reservists the possibility of completing 20 years of active duty. AGR soldiers are entitled to the same benefits as Active Army members, including medical care, commissary and post exchange shopping privileges. Participants also are offered professional development education opportunities.

Those participating in the AGR program serve an initial stabilized three-year tour. As their first tours end, they will be considered be a continuation board; with the board's recommendation they will be eligible to stay on duty—until considered by the next board.

Reserve officials caution: AGR is not a "home town" program; participants cannot expect to spend a career in one geographic location.

## HOW TO APPLY

Army Reservists in the program may apply to Reserve units or commands and to Active Army commands where vacancies exist. Because of the program's rapid expansion, local boards have been established to determine eligibility for initial fill of officer positions in grades of major and below and for enlisted positions in grades E-7 and below.

The second method is to apply through command channels to the Army Reserve Personnel Center (ARPERCEN). Officers should first chat with their ARPERCEN personnel management officers; enlisted soldiers should speak with an ARPERCEN enlisted career advisor. Enlisted Army Reserve unit members do not have an assigned career advisor, but may call ARPERCEN's enlisted personnel management directorate at (314) 263-7838 (AUTOVON 693-7838) for additional information.

# Army Reserve Wordfinder!

Answers on page 28.

Many respondents to our recent Army Reserve Magazine readership survey asked for reader participation articles, such as crossword puzzles. Here, in response to your requests, is our first WORDFINDER puzzle; there *are* diagonal entries. Hope you like it.

M O M U T A J D A R E C I L O P Y R A T I L I M Q H A T A R
A X M E D I C A L F S P E C I A L F O R C E S N N A D J C E
S E C O N D A R M Y I E G P E X I M U V W Y M R A L A T O T
M O E N D S K C X A G S T C H E M I C A L E G I R C R A M I
O Q Q S G A M O N S N T E J C Y A P P M W A V A E N P Z D R
C U M S H N T M X P A C D O F K F B Z O V W E V E R E M S E
R A D I Q F I T C A L P X M W A Y G K E B E R G H Y R N D M
A R M O R E D N G N O I T I N U M M A X M E T R H R C A V E
C T I S P O R S I X T H A R M Y R H K C S K E J O E E M O N
P E S K R C D H A A S T O B R H A V K E N E M S S L N K N T
A R S E L E C T E D R E S E R V E A R L N N E S K L A M B P
T M T A S N D A R T U T M V J C K Y A L N D A P S I S T E O
H A R O L T M J C A P S T O N E D Q I E N D S T N T T P N I
F S O F O R S C O M T R O N Z A W S V N D R O W E R I P E N
I T P P G A R S M R A O V T E S T A L C P I E C N A N I F T
N E P A I L E M S D T U Y R A M E K N E A L D W K M U N I S
D R U T S C E O O L D C L M E N Y S Q W V L A S M O M Y T D
E R S R T O N C B O L A C N R S N O I S S I M K A R A P S T
R E T I I M I O P M U W T C D A V T L F O U R T H A R M Y C
S C I O C M G G A D E B E O N T H A S P I T T O A B G H T N
B N N T S A N A I N O J H A G E R T D A E R O U N D O U T O
J A U I B N E V H N T Z O C H V E D F A R D W Z T U R V A I
O N E S M D I W U S K R E T Z A K S T I N P S C R C P A C T
P E M M A D N S C U S T R O E R E G R O F E R A V M P W S A
A T I A N C T R A N S P O R T A T I O N K P S U E V O M B I
S N T I Q U E A Z O F O R C E M U L T I P L I E R S O Y O V
T I L L T H I N T E L L I G E N C E S N O I T O M O R P D A
I A L K S U P P L Y A N D S E R V I C E S M A R S E T E H C
L M U D E A K Y D V R E V U E N A M M U E L O R T E P S V Q
I N F A N T R Y R T S P E A J Y M R A T S R I F R T S O B O

AMMUNITION
ARCOMS
ARMOR
ARMY FAMILY
ARPERCEN
ARTILLERY
AVIATION
BENEFITS
CAPSTONE
CENTRAL COMMAND
CHEMICAL
DARCOM
ENGINEERS
EXCELLENCE
FIFTH ARMY
FINANCE
FIRST ARMY
FORCE MULTIPLIERS
FORSCOM
FOURTH ARMY
FULL TIME UNIT SUPPORT
GOCOMS
INDIVIDUAL READY RESERVE
INFANTRY
INTELLIGENCE
LOGISTICS
MAINTENANCE
MANEUVER
MEDICAL
MILITARY POLICE
MISSIONS
MUTA
OVERSEAS DEPLOYMENT TRAINING
PATHFINDERS
PATRIOTISM
PETROLEUM
PROMOTIONS
QUARTERMASTER
RCPAC
REENLISTMENT BONUS
REFORGER
RETIREMENT POINTS
ROTC
ROUNDOUT
SECOND ARMY
SELECTED RESERVE
SIGNAL
SIXTH ARMY
SPECIAL FORCES
SUPPLY AND SERVICES
TOTAL ARMY
TRADOC
TRANSPORTATION
TROOP PROGRAM UNITS
WEEKEND DRILL

# We Are Not Alone

## Other Guardsmen, Reservists Share Defense Load

**by Maj. Art House**

Being a Reservist can—sometimes—seem pretty solitary. When you have to haul out of bed early on a Saturday morning (with friends and family sleeping in or heading for the beach) you can feel very much alone. It's the same when the day comes to head off for two weeks of Annual Training, leaving behind the folks at home and work.

But, when you're a Reservist—or National Guardsman—you're far from alone. There are more than a million other Americans serving in Guard and Reserve units or with active duty commands, heeding those early morning calls, and leaving for two—or more—training weeks each year. They include part-time soldiers, Marines, sailors, airmen and Coast Guardsmen.

Another 425,000 men and women—also donning every U.S. uniform—are Reservists outside the unit structure. Some may serve by pulling a variety of individual training assignments; all are subject to mobilization in a national emergency.

There are Reservists in seven different components. In addition to the Army Reserve, there are: the Army National Guard, the Marine Corps Reserve, the Air Force Reserve, the Air National Guard, and Naval Reserve and the Coast Guard Reserve. Each has a distinct organization and each has a special mission—or missions—to accomplish.

So you won't feel quite so lonely, *Army Reserve Magazine* offers a look at what the one or more million members of the other six components do, and how they are organized.

### ARMY NATIONAL GUARD

The Army National Guard is the grandaddy of America's armed forces, tracing its ancestry to militia units founded in the Massachussetts Bay Colony in the 1630s. The early militia units saw lots of action, subduing hostile Indians and, on several occasions, doing battle with French forces pressing south from Canada. These colonial wars ended in 1763 when France, beaten here and in Europe, finally surrendered its North American empire to Great Britain.

But, the colonial militias did not have long to rest. Many saw duty in the American Revolution, beginning with the battles of Lexington and Concord in 1775. Since independence, the militia (later the National Guard) has fought in every war—including service on both sides in the Civil War.

Today's National Guard is second only to the Army Reserve in total membership, and it has more unit members—some 417,000—than any other Reserve component.

The Army National Guard is primarily a combat organization. Its forces include ten combat divisions (two of which are just being formed), giving it more than a third of the Total Army's combat division strength.

The Army Guard also includes a long roster of combat forces other than divisions, as well as combat support forces such as engineer, medical, signal and military police units.

The Army Guard has more units, by far, than any other Reserve force: some 3,500 units are headquartered in more than 2,800 armories. (The Army Reserve, by comparison, has about 3,000 units meeting in about 1,000 Reserve centers.)

In peacetime, the units of the Army National Guard (as well as the Air National Guard) have two missions: they provide military support to their states and territories—and are commanded by the state and territorial governors. Their other peacetime mission? To train to accomplish their wartime combat and support duties.

Except for the Army and Air National Guard, all the other Reserve forces are strictly federal.

While most National Guard members belong to units, about 9,000 are included in the Inactive National Guard. Those in this group remain affiliated with units and are available for recall in response to emergencies.

When called into Federal service,

Naval Reservists arrive at the U.S.S. New Jersey by small boat off the coast of Lebanon in December 1983. Some 300 Reservists went to the battlewagon to relieve Active Navy servicemen for Christmas leave.

U.S. Navy photo by Journalist 2nd Class Lance Johnson

**Most Reserve Coast Guardsmen undergo augmentation training. That means pulling the same duties as Active Coast Guardsmen. Augmentation missions include serving as crew members, watch officers and search and rescue station staff. Often, Reserve Coast Guardsmen have volunteered to help out during floods, vessel sinkings and oil spills.**

U.S. Coast Guard photo

the Army National Guard loses its command ties with the states and territories; its units are then assigned to Active Army commands.

### MARINE CORPS RESERVE

The Marine Corps Reserve was founded under Federal law in 1916, but it traces its heritage to the 1890s. In those days, some states had naval militia organizations and several of them included small marine detachments.

Today's Marine Corps makes up about 18 percent of the total Marine Corps strength. The Marine Corps includes four divisions, one of which, the 4th, is a Reserve organization. The Corps also includes four wings, one of which—again the 4th—is a Reserve outfit. The Marine Corps Reserve also includes the 4th Service Support Group.

The Marine Corps Reserve has more than 43,000 unit members whose outfits are headquartered in some 180 training facilities around the country. Another 43,000 Marine Reservists are assigned to the Individual Ready Reserve.

### NAVAL RESERVE

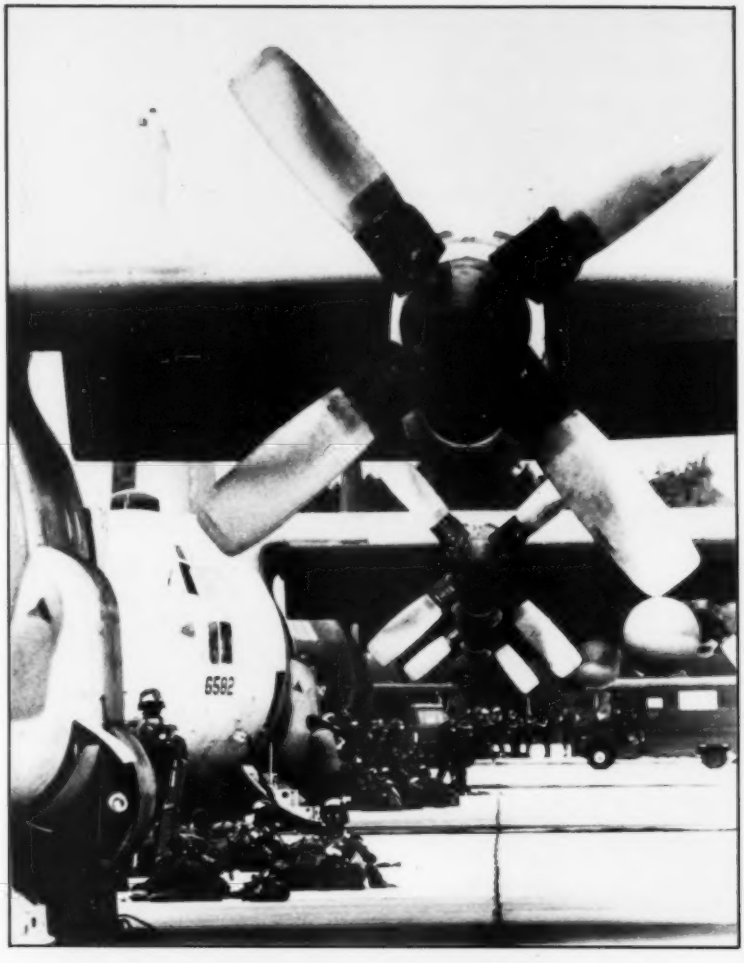
The United States Naval Reserve was founded in 1915, but many coastal and Great Lake states had organized state naval militias as the 1890s. The Naval Reserve provided the framework on which the huge expansion of the Navy took place in both world wars.

Today's Naval Reserve consists of some 180,000 members, about 109,000 of whom are drilling members of Reserve units. The remaining members are assigned to the IRR. The Naval Reserve is commanded by a Rear Admiral, and includes 36 ships, 51 air squadrons, 17 mobile construction battalions, 16 mobile inshore underseas warfare units, and about 2,500 units organized to support the entire range of Active duty Navy missions.

The Navy Reserve has had a particularly dramatic mission recently, providing a significant number of crew members for the recommissioned battleships *New Jersey* and *Iowa*.

### COAST GUARD RESERVE

The smallest of the Reserve forces—and the only one not part of the Department of Defense—is the Coast Guard



The Air Force Reserve has 56 flying and 400 non-flying supporting units. Reserve air crews and maintenance people often fly and maintain Active Air Force aircraft. Both the Air Force and the Air National Guard have C-130s, powerful, prop-driven transports. Here C-130s are linked up to carry Army troops during an exercise.

Like the Army Guard, the Air Guard is, in peacetime, a state or territorial force commanded by a governor. The Air Guard has more than 102,000 members, and all of them are assigned to units. Thirty percent of the Total Air Force structure, including 24 wings, 91 flying squadrons and 237 non-flying outfits are found in the Guard. Some of its units sport A-10 jets (below), aircraft designed to protect ground troops. The A-10 is a highly respected tank killer.

**Today's Army National Guard is second only to the Army Reserve in total membership, and it has more unit members—some 417,000—than any other Reserve component. It is primarily a combat organization, and includes ten combat divisions (two of which are just being formed), giving the Guard more than a third of the Total Army's combat division strength. A TOW crew from California's 40th Division (Mech) prepares to fire.**

Photo courtesy National Guard Bureau

Reserve, established in 1941. Long a part of the Treasury Department, the Coast Guard and its Reserve force have come under the Department of Transportation since 1967.

There are more than 200 Coast Guard Reserve units around the country, with more than 12,000 members. Roughly another 5,000 members are Individual Ready Reservists.

Most Coast Guard Reserve members undergo "augmentation" training on weekends and during their two-week annual active duty commitments. Under the augmentation training concept, which represents nearly two thirds of all Coast Guard Reserve training time, Reservists pull the same duties as Active Coast Guardsmen, often serving with Coast Guard installations and crews. Their augmentation missions include serving as boat crew members, watch officers, waterfront facilities surveyors, harbor operations officials, or staff members of search and rescue stations.

For several summers, Coast Guard Reservists have completely manned a number of search and rescue stations that otherwise would have been closed for economy reasons. These include some stations on the Great Lakes, along the Massachusetts coast and on Long Island.

Coast Guard Reservists often volunteer—and are subject to involuntary call-up—to assist the Active Coast Guard during major natural or man-made peacetime disasters. Coast Guard Reservists have returned to duty in response to floods, oil spills, vessel sinkings and to help out during the summer, 1980, arrival of thousands of Cuban refugees.

### AIR NATIONAL GUARD

The first National Guard flying unit was formed in 1915, but the Air National Guard itself is a product of the 1947 reorganization of the Armed Forces which created the United States Air Force. At that time, the flying units of the National Guard became a separate component, the Air National Guard.

Like the Army Guard, the Air Guard is, in peacetime, a state or territorial force commanded by a governor. When called into Federal service units of the Air Guard report to Active Air Force commands.

Today's Air Guard has more than 102,000 members, essentially all of whom are unit members. Roughly a quarter of these individuals serve with their units full-time; and Air Guard enjoys the highest percentage of full-time staffing of any of the Reserve forces. The Air Guard makes up 30 percent of the Total Air Force structure, including 24 wings, 91 flying squadrons and 237 non-flying units.

In addition to the same sort of training duties shared by all Reserve forces, the Air National Guard has an awesome full-time responsibility: it is charged with the day-to-day air defense of a major portion of the skies over the United States, a duty that explains, in part, why so many Air Guardsmen serve every day.

The Air Guard's full-time air defense mission gives it a hefty fighting force; two thirds of the Air Force's fighter interceptor units are found in the Guard. And, the Air Guard provides significant portions of the Air Force's tactical reconnaissance force, electronic combat capability, tactical airlift, air refueling tankers, and rescue and recovery forces.

### AIR FORCE RESERVE

The Air Force Reserve traces its heritage to 1917, when the 1st Aero Squadron from a New York City-based civilian pilot school was formed. But, the Air Force Reserve as a separate organization dates only to 1946, when some 430,000 World War II veterans accepted appointment or enlistment into the Army Air Forces Reserve. This became the Air Force Reserve when the Air Force was established the following year. At first just a paper collection of veterans, the Air Force Reserve had a unit structure by the end of 1948.

Today, the Air Force Reserve has 56 flying units—sporting 430 aircraft (including fighters, tankers, gunships, helicopters and weather reconnaissance planes)—and nearly 400 supporting non-flying units. In addition, there are about 38,000 Air Force Reservists in the Individual Ready Reserve.

Under the Air Force Reserve's Associate Program, Reserve aircrews and maintenance people fly and maintain Active Air Force aircraft. Reserve participants come from units assigned to the same airbases as the Active units whose planes they fly and fix.

In peacetime the units of the Air Force Reserve are commanded by the Air Force Reserve itself. But, upon mobilization, the units' command and control would pass to major Air Force commands.

### TWICE THE CITIZEN

Winston Churchill noted that the Reservist—who must be dedicated not only to the demands of a full-time career, but, also the needs of national defense—is "twice the citizen." Some 1.4 million Americans, members of the Ready Reserve elements of seven Reserve forces, embody Churchill's description. That's an encouraging thought to keep in mind on those lonely weekend mornings when you're off to drill—and the family is off for a good time.

**Marine Corps Reserve tankers leave a "mike" boat during training at Camp Pendleton, Calif. The Reserve makes up about a third of the total Marine Corps strength.** U.S. Marine Corps Reserve photo by Sgt. Dave Hamby

USAR trainees take a course in camouflage at Fort Knox, Ky. Photo by Richard Lee

*TRADOC Program*

# Liaison NCOs, Home Units Can Prevent Training Losses

Whether the personal crisis is incomplete orders or missing clothing records, Army Reservists can get immediate help on most U.S. Army Training and Doctrine Command (TRADOC) installations.

The friend "down range" is the Army Reserve Liaison non-commissioned officer (NCO) stationed at every Initial Entry Training Installation and many Advanced Individual Training schools. Started in 1978, the TRADOC liaison program prevents needless Reserve discharges and cuts down on the number of training opportunities lost because of admin errors.

Many Reservists reporting for initial training are handicapped by administrative problems, some the fault of themselves or their units and others caused by enlistment oversights.

Typically, Reservists are sent to the liaison NCO if they report for training missing documents such as driver's licenses, marriage certificates, high school diplomas or college transcripts. The NCO can track down the missing paperwork while the soldier enters training. This keeps the Reservist on schedule and prevents a training reservation from being wasted when a soldier is recycled for administrative reasons.

The liaison NCO can also resolve pay problems, request that orders be amended, and, in general, expedite Reserve-related personnel actions.

## COUNSELOR

Besides being an administrative expert, the liaison NCO is a personnel counselor. He or she can make recommendations on academic recycles, trainee discharge program (TDP) releases and reassignments from one course to another.

As Sgt. Maj. Kenneth H. Sheetz puts it, "our NCOs bend over backwards to keep good soldiers in training." Sheetz, who oversees the liaison program for TRADOC and the Chief, Army Reserve, notes that his NCOs take speedy action to eliminate "losers" who show no promise for useful Reserve service.

He estimates that the liaison program saved the Army $13.5 million in 1983 by resolving personal and personnel problems for more than 1,200 soldiers—individuals who otherwise would have been lost to the Army Reserve. "That's 1,200 fewer men and women who will have to be recruited in 1984," says Sheetz. In all, the liaison NCOs were involved in 15,400 interviews or personnel actions last year.

## WHAT UNITS CAN DO

Even though the liaison NCOs are remarkably effective in preventing losses, recruiters and Reserve units can do more for soldiers going to training. Sheetz recommends that at least one drill before a recruit ships to training that an NCO reviews RPI (Recruiting Publicity Item) 440, *New Reservist's Orientation Kit*, with the new enlistee. Several pages are devoted to basic training, and the RPI tells what to take to basic.

The solider's paperwork should be checked to insure that medical records, clothing records and promotion orders are up to date. Height and weight should be checked if there is any doubt that the Reservist might exceed the standards of AR 40-501.

Overweight Reservists will not be placed into training and will be sent home. Also, short-term disqualifiers such as broken bones and pregnancy will cause a Reservist to be denied training.

## PHASE II PROBLEMS

Liaison NCOs who work with split training option enlistees report that Reservists reporting for Phase II present special problems. All too often these soldiers are not physically prepared to resume the Army's vigorous exercise program. They fall behind their Active Army contemporaries, who are fresh from basic training, and must be recycled. Others report without their full clothing issue, or without required security clearances.

These oversights are preventable, and a split training checklist was printed in the January-February issue of *CARnotes*. Even so, with 3,300 Reserve units, errors and omissions will occur.

When training base problems arise, Reservists should seek out their Liaison NCO as the first line of help. That's why the liaisons are there.

* * *

Many thanks go to TRADOC staffers for this article.

# MOBILIZATION:

# What Units Don't Read Can Hurt Them

by Willis J. Haas, Jr.

Remember the question, "Suppose they gave a war and nobody came"?

Put that question another way. A way that strikes home.

Suppose they gave a war . . . and everybody came? This is *not* far fetched. It's something for which Army Reserve commanders, staffers and NCOs must be prepared.

For many unit commanders, mobilization was one of those distant possibilities that received little attention, what with training, administration, retention, maintenance, and all the day-to-day problems that filled every available hour of every available drill period.

But, it's become clear that being well trained and well equipped means little if units don't know *how* they'd go to war. MOBEX and other mobilization exercises proved that we had a big problem, and mobilization procedures quickly became a high priority item. Oh yes, the procedures were always there, all six or eight loose leaf binders of them, gathering dust, sometimes updated, seldom read.

## NIFTY BOOK

The result of the concern at Forces Command headquarters was a nifty book with the ungainly name of *Volume III, Part 3—Unit Commanders Handbook, of the FORSCOM Mobilization and Deployment Planning System, or (gasp) FORMDEPS.*

FORMDEPS, Part 3, has been around for a few years, and has been recently updated to include many answers to questions being asked by unit commanders—questions such as, "What is the unclassified nickname for all messages alerting units of an actual mobilization?"

If someone mentions "ROARING BULL," he's not talking about a malt liquor commercial.

Says Lt. Col. Kent Petelle, of the Operations, Readiness and Mobilization Directorate, Office of the Deputy Chief of Staff for Operations, Headquarters, Department of the Army, "The updated version contains some very important changes. For example, it defines the term 'unit.' Before we added this, many commanders didn't know what we meant by 'unit,' as it pertains to mobilization."

## OVERWHELMED FACILITIES

Petelle knows whereof he speaks, having recently moved to his Pentagon assignment from Fort Bragg, N.C., where he was a mobilization planner for that installation.

"We used FORMDEPS constantly, both Part 3 and the other parts, which are more voluminous," he said. "It became obvious that, in the event of a mobilization, Fort Bragg and most other mobilization stations would be quickly overwhelmed by numbers of people coming in. All the facilities—housing, PX, commissary, hospital, water, sewage, roads, warehouses—would be taxed to their capacity and beyond. No one would have the time to do those little things that the units should have accomplished before they arrived. In our mobilization briefings with Reserve Component(RC) commanders whose mobilization station is Fort Bragg, we found that many of them were more concerned about what to do after reaching the mobilization station. This feeling has to be changed."

FORMDEPS was designed specifically to guide the RC unit commander through the numerous administrative procedures that must be done at home stations, and to answer most of the questions that are asked only when the pressure is on.

Suppose, for example, that one of your key NCOs, who has always borderlined on being overweight suddenly balloons between the time mobilization is announced and the unit's activation date. What do you do? Part 3 has the answer. Age and weight limitations are peacetime requirements. He'll go on active duty with the unit.

What is your proper response to a unit member who announces that he is, and has always been, a concientious objector (CO), and joined the Army Reserve only for the pay? Now he wants out. Part 3 will tell you. The answer is that unless the CO status request was processed before receipt of the mobilization alert, his request will not be processed. He goes.

## SAME MUSIC

Perhaps the most valuable result of FORMDEPS is that everyone—Active Army installations, support facilities, and RC commanders—is reading off the same sheet of music. There'll be no more nasty surprises on anybody's part. This is provided, of course, that everyone is reading and following the procedures.

## PHASES

Part 3 covers in great detail procedures to be followed in mobilization phases one through four. Said Lt. Col. Petelle, "This one volume has eliminated the research a commander had to do. It has pointed him in the right direction regarding administration, logistics and training. It has given him formats for mobilization letters and notification, all in a relatively small, workable, comprehensive and easily understood document."

Are you, Mr. Commander, using your copy of FORMDEPS Part 3? If so, does your list of actions to take during Phase I have a check mark indicating "done" beside each requirement? Are you ready to jump into Phase II when the phone rings?

The answers are important to you—and much more important to the Army and the country.

If you wear out your copy of Part 3, FORSCOM will be delighted to give you a clean one.

Mitchell Hooks

Part 2

# USAR Training Units

# Their Time Has Come

**Army Reserve training units would play a giant part in expanding the Army's training base in a mobilization; they're receiving more attention from the Army's highest levels than ever. Part II focuses on the details.**

**by Lt. Col. Richard B. Crossland**

The Army Reserve's training base units, with one exception, generally have been ignored and underfinanced for most of their post World-War II history. The exception was the 1961 Berlin Crisis, when the USAR's 100th Division (Training) was called up to expand the Army's ability to train new soldiers. Why were Reserve training outfits *not* called up again—not even for the Vietnam build-up?

Historian William. B. Weinert sheds some light on the issue. In his study, *CONARC and the 1968 Reserve Mobilization*, Weinert states that four Army Reserve training divisions were included in a 350,000-man build-up plan presented to Army commanders in July, 1965. The secret plan called for Reservists to take over four training centers. The center's cadres and staffs would become a manpower source from which Active Army brigades could be formed.

The Reserve portion of the plan died the day after the presentation when the Secretary of the Army directed that Reservists would not be called, enlistments would not be extended and draft calls would not be increased; these conditions were dictated by political considerations.

## UNIT ELIMINATION

Meanwhile, the Army Reserve had been thrown into chaos as Secretary of Defense Robert McNamara unleashed his plan to eliminate all units from the Army Reserve while slightly increasing the Army National Guard and drastically reducing overall Selected Reserve strength. McNamara became locked in a heated battle with Congress over who had the power to dictate the organization of the Reserve Components. The battle raged until July 1967 when Sen. Richard B. Russell, D-Ga., Chairman of the Senate Committee on Armed Services, achieved a compromise.

Russell championed what is essentially today's force mix: The National Guard consists primarily of combat and combat support units and the Army Reserve has the majority of the Army's combat service support assets. Although the Russell compromise was an admirable way out of the deadlock concerning Reserve component force structure, the debate that led to the Russell plan made realistic mobilization planning for training divisions almost impossible.

## PUEBLO

In the years between the release of the 100th in 1962 and the resolution of the Reserve components force structure debate, the Continental Army Command (CONARC-it is no more) made several training division proposals. These included an expanded Table of Organization and Equipment (TOE) and a restructuring along branch lines to teach Advanced Individual Training (AIT) specialities. But, the proposals came to naught because the Army staff was wrestling almost daily with revisions to the force structure (in other words, organization).

Following the crisis resulting from the capture of the U.S. intelligence ship, U.S.S. *Pueblo*, by North Korea in January 1968, the Department of the Army ordered CONARC to consider calling Army Reserve training divisions to active duty. According to Weinert, the Reservists would replace selected Basic Combat Training (BCT) units at Army Training Centers (ATC), thereby releasing Active Army trainers for other, individual assignments. The assumptions were that no new ATCs would be established and that the call to active duty would be for 12 months or more.

It was presumed that there would be a mobilization. Beginning January 31, 1968, the Army developed approximately 75 force structure packages in an 11-week period because guidelines changed almost daily and units were dropped from the force for one reason or another. Eventually, the training divisions were removed from the force list; and the pattern of the April 11, 1968 mobilization emerged. More than 22,000 Army Reservists and Guardsmen were called up to provide combat service support in Vietnam and to beef up the stateside strategic reserve. (A more detailed explanation of this period can be found in *Review and Analysis of Recent Mobilizations and Developments of U.S. Army Re-*

**Sgt. Lyle Adams, 2nd Division, 1st Armored Training Brigade (an Active soldier), and Sgt. James Winset, 100th Division, 398th Regiment (a Reservist, center), explain the importance of camouflage to a soldier during basic training. The scene is Fort Knox, Ky. In a full-blown mobilization, the USAR's training units would assume the entire training mission for the Army.**

Photo by Richard Lee

*serve Components* by I. Heymont and E.W. McGregor, and *Twice the Citizen: A History of the United States Army Reserve, 1908-1983* by Lt. Col. Richard B. Crossland and Maj. James T. Currie.)

#### MISSION CHANGE

At the same time, training base Reserve units were affected by a radical change in the Army Reserve's mission. On April 8, 1968, just three days after the murder of Dr. Martin Luther King Jr., Under Secretary of the Army David E. McGiffert directed the Army to train all Army Reserve units for riot control.

The Army responded with a plan to form provisional Brigade Task Forces from Reserve units and conduct 33 hours of riot control training by June 16, 1968. Consequently, the Army diverted more than 200,000 Army Reservists, including all training divisions, from their normal missions to complete riot control preparations; the additional training assemblies were authorized in May and June for this purpose.

On May 15, 1968, the Department of the Army directed that the control of civil disturbance mission had first priority within the Army Reserve. This order stayed in effect until October 15, 1969, when Army Reserve units were permitted to resume their previous missions.

Except for a revision of the *Staffing Guide for U.S. Army Centers* in May 1970 and June 1972, there was little change in training division and reception station training or missions over the next several years. The Army was undergoing a "draw-down" from Vietnam, the training base was reduced and the Army was in the midst of the Steadfast reorganization. Steadfast split CONARC into the U.S. Army Training and Doctrine Command (TRADOC) and the U.S. Army Forces Command (FORSCOM); the training base Reserve units were assigned to FORSCOM. The new TRADOC emphasized doctrine, and FORSCOM wrestled with the major force structure changes made necessary by the Total Force Policy. (Under this policy, Reserve Forces ended their second line of defense role and became an integral part of Defense operations plans and force projection "packages.")

The result was that training divisions continued to take Annual Training at Active Army ATCs where they hooked with Active units and had little responsibility for training new soldiers. Reception stations performed a variety of missions including support for ROTC summer camps.

#### REPTRAIN

In 1976 training divisions were given a "real world" job of training a backlog of approximately 10,000 Army Reserve and National Guard enlistees who had been unable to receive basic training as the training base contracted. Called REPTRAIN, the effort was stopped in February 1977 because the Army Reserve, and to a greater extent the National Guard, could not recruit enough soldiers to fill the training spaces made available through the use of training divisions.

Nevertheless, the REPTRAIN mission was a step in the right direction. Because it was successful, REPTRAIN *proved* that Reserve units could expand existing training bases. Therefore, TRADOC modified mobilization plans so that the divisions would have an expansion mission rather than one calling for the establishment of new centers at inactive installations—a mission that had not been practiced in recent years and had been difficult when tried in 1961 and 1966.

**Vietnam: Wounded U.S. Army troops are evacuated from Cigar Island, near Chu Lai. For several reasons, USAR training divisions were never called up to boost the Army's training base during the conflict.**

In 1977, because of the drastic reduction in the strength of the Individual Ready Reserve (IRR) following the end of the draft, it became evident that training base expansion upon mobilization would have to be greater than previously anticipated. The scaled-down base would be inadequate even with training division augmentation, and several divisions were given the mission of establishing training centers at existing FORSCOM installations. Active FORSCOM posts were chosen because divisions required already existing support facilities if they were to begin training new soldiers within three weeks after mobilization.

At the same time, training divisions were reorganized with functional teams. This in turn allowed divisions to be structured to meet their mobilization mission.

## MORE ATTENTION

Following MOBEX 78, the mobilization exercise which showed that plans for training base expansion were inadequate, TRADOC became considerably more concerned about training divisions, reception stations and USAR schools.

In 1979, TRADOC took great pains in refining its mobilization plans. Installations were given guidance on preparing mobilization organizational set-ups (Tables of Distribution and Allowances, or TDA). For the first time, detailed plans for expanding training bases were made part of installation mobilization plans. And, in contrast to earlier efforts, all this work was coordinated with the Reserve divisions.

It was determined that Reserve reception stations couldn't handle mobilization workloads. Therefore, reception station TDAs were expanded; mobilization sites were rearranged to correspond with the new mobilization plans.

In late 1979, USAR school mobilization locations were altered to fit the plans outlined today in the TRADOC Mobilization and Operations Planning System; it's generally recognized that these plans are in need of review.

## VOID AND UNDERSTANDING

Until the last few years training divisions and their associated reception stations had been in a void caused by their conflicting responsibilities to FORSCOM in peacetime and to TRADOC upon mobilization.

In peacetime, the divisions are commanded by FORSCOM. But, upon mobilization, they would belong to TRADOC. Given the huge, unending demands placed upon these two organizations, it was difficult for either command to reconcile training division peacetime command and training with mobilization planning and wartime missions. Although FORSCOM and TRADOC weren't exactly working at cross purposes, they were not coordinating their joint training division responsibilities very well.

The first step toward correcting the problem came in October 1979, when TRADOC and FORSCOM signed a memorandum of understanding. This established policy and procedures for a planning and training association among TRADOC and Reserve training divisions, training brigades, reception stations and Army Reserve schools. In May 1980 this agreement was changed to create formal planning and training associations between Reserve units and the training base under the Army CAPSTONE program.

The FORSCOM/TRADOC relationship with Reserve training units is fur-

ther established in a joint regulation (FORSCOM/TRADOC Reg 140-3); TRADOC is given considerable say over the divisions' training, including Annual Training assignments.

Training guidance to divisions has been published in a draft TRADOC circular, and Reserve reception stations are incorporated into REC STA Plan 85, the Army's management plan for all reception stations. This marks the first time that Reserve reception station needs have been addressed in terms of policy and necessary resources. As an outgrowth of the 1979 and 1980 agreements between TRADOC and FORSCOM, the two commands have been holding annual joint Training Division Commanders' Conferences. Important issues have been aired: cooperation is the watchword. Parallel staff responsibilities have been established between major headquarters, and joint general officer in-progress reviews keep the staffs' collective noses to the grindstone in answering training division needs.

**MISSION CHANGE**

Because of the joint efforts, there's been a major change in training division Annual Training missions since 1980. No longer do Reserve units piggy-back at an ATC. Now they have core cadre and battalion rotation missions. In the first instance, a Reserve training division provides the cadres for provisional companies that serve the training base for at least a full cycle during the summer surge. Under battalion rotation, a Reserve training battalion undertakes the responsibility for a full training cycle but rotates its companies through the cycle as they perform their two weeks' Annual Training. In both cases, Reservists have a substantial role in training new soldiers.

In 1983, training division soldiers conducted IRR refresher training, an effort that continues in 1984. And, plans are afoot for a division to establish a small ATC at Fort Campbell, Ky., in 1985 to conduct a full training cycle in support of summer training requirements. This would be a test of the unit's mobilization ability since the Army doesn't have an active ATC at Fort Campbell.

Similarly, reception station Annual Training missions are being modernized. No longer will these units simply associate with active reception stations (described in some circles as "satelliting"). Starting in fiscal year 1985, reception stations will be given greater responsibility. A typical mission would have a Reserve outfit take over most of the operation of an Active Army reception station.

**TEST**

A test will take place in October 1984 when the 2053rd Reception Station, Baltimore, Md., will process approximately 700 new soldiers at its mobilization station. This exercise will help build a model for the mobilization of reception stations and will test FORSCOM's site support ability. The expertise of the 2053rd and potential mobilization automated data processing support for Reserve reception stations will be evaluated.

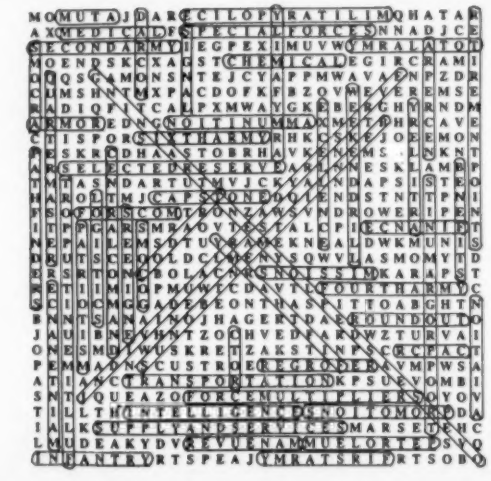
In recent months, TRADOC's involvement in Reserve affairs has increased. In addition to appointing a Training Division Operations Committee to address training base issues, TRADOC has formed a Reserve Components Ad Hoc Working Group. This group has dealt with the entire spectrum Reserve training issues ranging from officer and noncommissioned officer training to training support of Reserve units and the alignment of USAR schools with TRADOC's proponent schools.

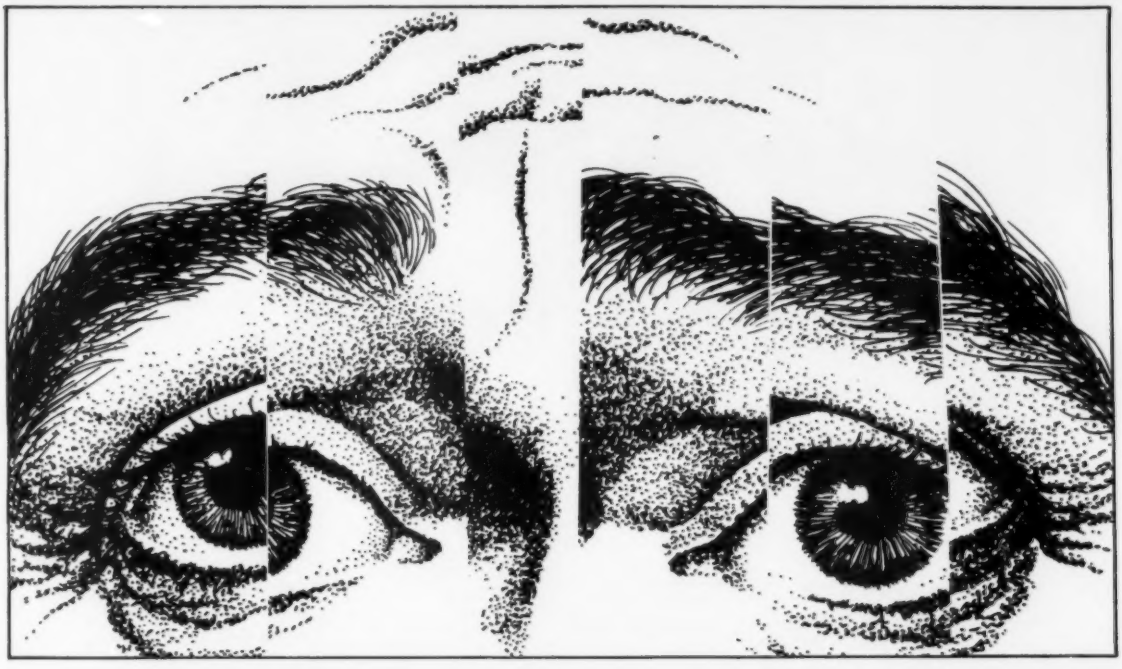
The Ad Hoc Group's work is on the leading edge of policy. Although the results of its labors won't be felt for months or years to come, the Group's existence is a symbol of TRADOC's greater involvement with the Army's Reserve Components.

Gen. William R. Richardson, the TRADOC commander, once said that "the Army's ability to fight a war without Reserve Component participation is zero." Building on the work of his predecessors, he is accelerating TRADOC's support of the Army Reserve and National Guard. Given the Army's utter dependence on the Reserve Components and an unsettled world, this is welcome news.

THERE WAS A MISPRINT IN THE SUMMER 1984 ISSUE. ON PAGE 23, IT WAS STATED THAT THE 1961 BERLIN CRISIS MOBILIZATION AFFORDED THE 100TH DIVISION THE OPPORTUNITY TO EXERCISE THE KENTUCKY DOCTRINE OF FLEXIBLE RESPONSE. KENNEDY DOCTRINE, NOT KENTUCKY DOCTRINE, IS CORRECT. YOU CAN READ ABOUT THE DOCTRINE IN MAXWELL TAYLOR'S BOOK, *UNCERTAIN TRUMPET*.

**Answers:**





# Stress Is No Joke—It Can Kill

Do you become impatient . . . and start snapping at people . . . while waiting at the bank?

Do you barrel down the passing lane on the highway . . . and never leave the passing lane?

Do you play with your kids and try to beat *them* at *their* games?

Do you want to murder the moron who insists on standing in your way while you climb an escalator?

Watch out. These traits can be signs of stress. Excessive stress. Stress that you bring upon yourself.

## WHAT STRESS IS

If you think that excessive stress is "getting testy once in a while," your notion is sketchy. It's more complicated than that.

Stress is the body's response to demands, and the demands can be real or creations in our minds. These demands (producing what the experts call "stressors") can be threats, danger, illness, divorce, the birth of a child or winning a bundle in Vegas.

We're equipped with a body mechanism which deals with the demands, called the "fight or flight" response. Stress hormones are released into the blood and automatic nervous signals are generated to prepare us. The heart speeds up, the blood pressure rises, breathing becomes rapid and stored sugar is pumped into the blood from the liver. The blood is made to flow away from the stomach, intestines, hands and feet to our locomotion muscles. Pupils dilate, nostrils flare, senses are heightened and the body gets ready to rid itself of the heat from anticipated activity by perspiration.

## LONG TERM

Our caveman ancestors, who faced an occasional saber toothed tiger, needed the stress mechanism a couple of times a week.

However, *we* experience stress up to 30 times a day! That's too much. And, we react mostly to demands in our heads, or perceived demands, not real ones.

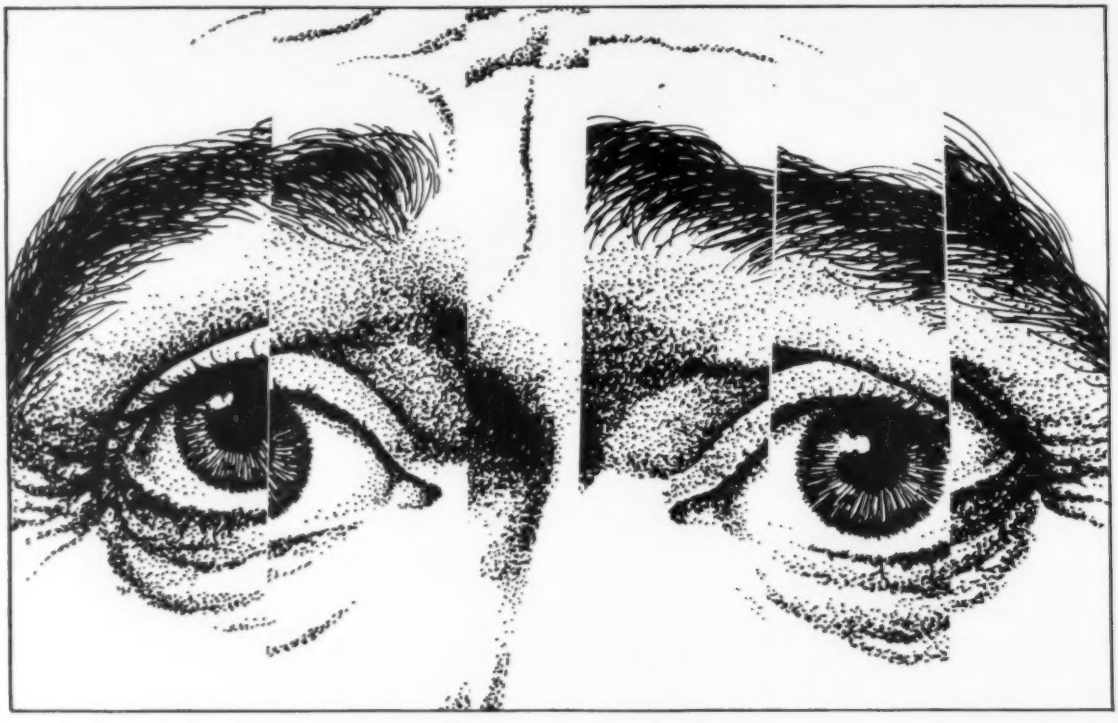
The constant hormone release and the occurrence of the mechanism's other effects take an awful toll over time.

The long term result can be heart disease, hypertension, declining ability to fend off infection, gastric ulcers, emotional problems, even suicide. There can also be a social side to excessive stress. If you become a roaring bear over tiny, inconsequential problems, you're likely to make life miserable for those with whom you work and live.

You may have heard of a "Type A" person, an individual who reacts all too readily to stress. He or she tends to take on more and more work in less and less time and to get lathered over little things. The chances are that you're a Type A. Most of us are. (Type A behavior is a concept described by Drs. Friedman and Rosenman the the 1974 book, *Type A Behavior and Your Heart*). Type As have higher levels of stress hormones in their blood and four times the likelihood of having a heart attack than those who react less intensively to stress.

## RECOGNITION

How do you know when you're ex-



periencing too much stress? "You've got to stay in touch with your body," says Dr. Charlene Weiss, a behaviorial scientist who is helping the Army develop a stress management program. "If you have blood pressure problems; headaches; significant changes in behavior; changes in sexual activity, urinating, eating, drinking, and your ability to concentrate, then you should be concerned."

Weiss notes that your body, mind and friends all "speak."

"When you think or your office partner says, 'You're under too much stress. I can see it!', you should *listen*."

### WHAT TO DO

Not every circumstance that brings on the stress mechanism can be avoided. However, some can. Anyone can drink less coffee and turn down a loud TV.

Regular exercise plays a huge part in reducing stress. "Excess stress hormones are burned up when we exercise," says Col Julius Bedynek, a heart specialist assigned to the Army's Office of The Surgeon General. "That's a big reason why physical activity is so important."

Eating a balanced diet, stopping (or never beginning) cigarette smoking and getting enough sleep make obvious sense.

Learning to relax and changing one's *thinking* won't reduce the outside demands we face—but they can help us deal with the demands we manufacture in our heads.

"We're taught to compete, and one result is that we try so hard to succeed that the motions of achievement become more important than the achievement. It can be tough convincing a compulsive go-getter that stress needn't be a part of his life," says Bedynek.

Weiss' view is that a person's personality can't be changed significantly. "However, an individual can alter his behavior and really *think* about not being impatient and irritated. It may be just a matter of taking three slow, deep breaths and saying to yourself, 'What am I doing getting mad?'

Learning to relax takes practice, as do eating right and getting a decent night's sleep. But, it can be done."

### WHERE TO GO

As the effects of stress in workplaces and homes have gained recognition, many businesses, institutions and elements of the military have set up stress control clinics. It can't hurt to call nearby medical associations or corporations. Speak to your doctor. Find out who's doing what; the contacts you make can be extremely helpful in learning how to deal with stress.

An enormous amount of literature on stress can be found in libraries and bookstores. The information is there—all you have to do is read.

One of the most important things you can do is talk. Open up.

"Talking," says Weiss, "isn't silly. It's often vital. It can help you know that you may be experiencing undue stress. Talk to *somebody*."

Whatever you do, don't ignore stress. What you know and what you don't want to think about can hurt you.

* * *

Many thanks to Dr. Weiss and Col. Bedynek. The efforts of Carl Beekman and Don Poland of the U.S. Army Soldier Support Center are also deeply appreciated.

American Reserve officers finishing the grueling obstacle course, one of several events during the 1984 athletic competition of the Interallied Confederation of Reserve Officers (CIOR). The contest took place this summer in Cecchignola, Italy. Maj. Joe Nealon, USAR, San Diego, Calif., is left. In the center is 1st Lt. Dan Walker, USAR, Boulder, Colo. At the right is 2nd Lt. Dan Pratt, USMCR, San Francisco.

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